

PROARCA/CAPAS Results

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Acerca de esta publicación

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Las opiniones e ideas presentadas aquí no son necesariamente respaldadas por USAID, PROARCA/CAPAS, o CCAD, ni representan sus políticas oficiales.

About this publication

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USAID, PROARCA/CAPAS, and CCAD do not necessarily endorse the views and ideas presented here, nor do these views and ideas represent USAID's official policies.

Benchmark 1.1 (YR-1). Work towards CCAD/CCAB-AP donor consensus on protected areas to be included in the Central American Protected Areas System.

Evaluation in July 1997:

"Other donors were/are not sufficiently included in the level of "consensus" achieved to date. They need to be included in the future. If, for whatever reason, a decision is made not to include other donors, then USAID should be consulted."

Advances in YR-2:

1. The Executive Secretary of CCAD advised CAPAS not to continue with this activity. For the CCAD, the priorities for the SICAP are defined by the areas within and still to be added to the Mesoamerican Biological Corridor (version 1997 by UNDP, UNEP, RARE, Univ. Florida, and CCAD). GCAP and CAPAS accepted CCAD's perspective (meeting in December 1997).

a. Percentage of the benchmark reached	89.9 in July 1997; 100 in July 1998 (by default)
b. Management and leadership in reaching the benchmark	Not Applicable
c. Quality and timing of the TA, and relevance to the project	Not Applicable
d. Notable performance through exceptional contractor initiative	Not Applicable

Benchmark 1.2 (YR-1). Complete the regional gap analysis.	
<p>Evaluation in July 1997:</p> <p>"Good work has been done, but the complete gap analysis is not yet available. We look forward to finalization of this product and distribution to key decision-makers."</p>	
<p>Advances in YR-2:</p> <p>1. Ecosystems.--CAPAS produced and published 1,000 copies of its map on vegetation and land cover. Additionally, CAPAS prepared a report on "gaps" in the regional system of protected areas, but was unable to validate it before 10 July (due to a conflict with a competing high-level regional event).</p> <p>2. Legal frameworks.--Through its grant to IDEADS, CAPAS worked with RODA (the network of environmental law organizations in the region) to make a systematic cross-country comparison of legal gaps in the Mesoamerican system of protected areas (Central America and Mexico).</p> <p>3. Information base.--CAPAS collaborated with IUCN/Central America to advance recent steps in the ICONS data base, which fills information voids about protected areas in Central America.</p>	
a. Percentage of the benchmark reached	85.2 in July 1997; 99 in July 1998
b. Management and leadership in reaching the benchmark	<p>(i) Ecosystems.--CAPAS believes this was the first regionally coordinated effort with a systematic database covering the 7 countries (and adjacent areas of Mexico).</p> <p>(ii) Legal framework.--IDEADS satisfied the CAPAS demand for strong cross-country communication and coordination.</p> <p>(iii) ICONS data base.--This required extensive discussions between CAPAS and IUCN on matters of planning, finance, and logistics.</p>

c. Quality and timing of TA, and relevance to the project	<p>(i) Regional map.--Xiajun Li and others at the TNC successfully managed several rounds of requested adjustments (e.g., vegetation classification, color separation, etc.).</p> <p>(ii) Legal framework.--Not Applicable.</p> <p>(iii) ICONS data base.--Through IUCN.</p>
d. Notable performance through exceptional contractor initiative	<p>Regarding #1, CAPAS made special efforts to consult with key individuals in the CCAD, IUCN, CCAB-AP, World Bank, and PNUD/GEF in order to lay the groundwork for this result. Additionally, the regional "vegetation working group" was a unique attempt that required considerable initiative by CAPAS to formulate and convene.</p>

Benchmark 1.3 (YR-1). <u>Original</u> : Assemble and record existing biodiversity information in compatible GIS. <u>Revised</u> : Collect and record the CAPAS vegetation map information in electronic and printed formats for wide distribution in the region.	
<p>Evaluation in July 1997:</p> <p>"The benchmark has not been reached. There is no product to date. The CCAD apparently prefers to assemble the information in CCAD. There seems to be special concern on the part of CCAD's representatives regarding access to the information by >all institutions." We recognize that the model 'envisioned' by CCAD related to this benchmark has not been clearly defined, and is perhaps a moving target."</p>	
<p>Advances in YR-2:</p> <ol style="list-style-type: none"> 1. The first round of map distribution (see benchmark 1.2) occurred in June 1998 to CCAD's Executive Secretariat and to the CCAD Ministers. 2. The digital information for the CAPAS maps was transferred to compact disks and is ready for widespread diffusion. 3. During the first part of 1998, CCAD's Information Specialist (Carlos Rodríguez) organized discussions in 8 countries (Central America and Mexico) to work towards the establishment of Biodiversity Information Nodes as part of CCAD's Biodiversity Information Strategy. These efforts were co-sponsored by CAPAS in order to address CCAD's concern outlined above. 	
a. Percentage of the benchmark reached	77.3 in July 1997; 99 in July 1998
b. Management and leadership in reaching the benchmark	CAPAS worked closely with the CCAD Secretariat in the planning of this activity. CAPAS has been coordinating with the Biodiversity Information Nodes for distribution of the CAPAS maps and digital information.
c. Quality and timing of TA, and relevance to the project	Xiajun Li and Tim Boucher of TNC's Science and Stewardship Dept. provided key assistance for this result.

d. Notable performance through exceptional contractor initiative	(i) CAPAS was pleased to coordinate with CCAD's Information Specialist (Carlos Rodríguez) in this activity. (ii) The inclusion of Mexico contributed to a truly Mesoamerican effort.
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Benchmark 1.4 (YR-1). Original: Establish a legal and policy framework to manage the protected areas system. Revised: Agree on a strategy for monitoring protected areas and buffer zones.

Evaluation in July 1997:

"Excellent work. The strategy should be supported/approved by the corresponding environmental authorities in each country. There remain some questions regarding liaison with other donors and national authorities to date."

Advances in YR-2:

1. In YR-2, CAPAS actively presented the monitoring framework in several countries, with especially high receptivity in Costa Rica and Panama. In Costa Rica, the coordinators for SINAC worked with CAPAS to review and critique the strategy. In Panama, INRENARE's protected areas managers were given a brief training session (co-supported by Fundación Natura), subsequently expressing their interest in applying the framework nationally. At various meetings, CAPAS had opportunities to directly or indirectly present its monitoring strategy to Belize (R. Manzanero), Honduras (A. P. Martínez), El Salvador (C. Dueñas), Nicaragua (C. Pérez), and Guatemala (R. Cardona).

2. In YR-2, several conservation NGOs expressed their interest in possible application of the CAPAS monitoring framework: WCS, WWF, TNC, Belize Audubon, and the *ad hoc* Coalition for the Maya Forest.

a. Percentage of the benchmark reached

94.5 in July 1997; 99 in July 1998

b. Management and leadership in reaching the benchmark

CAPAS invested heavily in travel and meetings to reach key decisionmakers.

c. Quality and timing of TA, and relevance to the project

Not Applicable.

d. Notable performance through exceptional contractor initiative	In coordination with CCAD's Secretariat, CAPAS organized and directed a regional training course on the monitoring strategy (La Selva, Costa Rica, Sept 1997). This provided a unique opportunity to reach an important audience.
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Benchmark 1.5 (YR-2). Demonstrate that the monitoring strategy is being applied.	
<p>Results in YR-2:</p> <p>1. The monitoring strategy was applied at 10 sites: Cerro San Gil (Guatemala); Río Plátano (Honduras); Poas, Irazú, Braulio Carrillo, Guayabo, Bosque del Niño (Costa Rica); Guanacaste, Half Moon Caye, and Crooked Tree (Belize).</p> <p>2. In Costa Rica, SINAC adopted the CAPAS monitoring framework to be used in all of its protected areas, starting this year (1998).</p>	
a. Percentage of the benchmark reached	99 in July 1998
b. Management and leadership in reaching the benchmark	In June 1998, CAPAS organized the regional workshop: APROARCA/CAPAS Monitoring Strategy: Lessons Learned." This provided valuable feedback to CAPAS and the participants.
c. Quality and timing of TA, and relevance to the project	Not Applicable.
d. Notable performance through exceptional contractor initiative	CAPAS observed rapid acceptance and application: ten sites instead of two!

Benchmark 1.6 (YR-2). Original: Establish a legal and policy framework to manage the protected areas system. Revised: Establish a legal and policy framework to manage key protected areas in Central America.

Results in YR-2:

1. The Network of Environmental Law Organizations (RODA) compared the laws of Mexico, Belize, Guatemala, and Honduras regarding the management of key species (shrimp, conch, lobster, finfish, turtles, and manatees) in the Gulf of Honduras, concluding with proposed changes in the national legal frameworks. These results were discussed and debated at a meeting in Mexico in collaboration with CCAD's Coordinator for Legislation.
2. Hilary Lorraine, Marcia Brown, and Luis Monge advanced the following aspects of coastal-marine policy (in work jointly coordinated by Costas/CAPAS): an inventory of fisheries policy options (Lorraine); "mini-cases" of needed policy adjustments in four coastal-marine sites (Brown); and workshops to promote public dialogue in Puerto Barrios, La Ceiba, and Bocas del Toro on coastal-marine policy issues (Monge).
3. In collaboration with GTZ/Honduras, CAPAS provided the services of an environmental attorney (Mario Vallejo) to evaluate legal and policy aspects of land tenure for colonists and indigenous groups in the Río Plátano Biosphere (Honduras).
4. A grant to CEDARENA produced diagnostics (in 7 countries) and public discussions (in 4 countries) of legal instruments available for private conservation. Additionally, the grant supported CEDARENA to establish 5 new conservation easements in Costa Rica. Finally, CAPAS sent Central Americans to CEDARENA's symposium in Monteverde (Costa Rica) to learn about recent efforts in legal instruments for private lands in Central America compared with elsewhere.

a. Percentage of the benchmark reached

99 in July 1998

b. Management and leadership in reaching the benchmark

The activities in #1 and #2 demanded complex interactions between CAPAS and Costas in terms of decisions, logistics, and funding.

c. Quality and timing of TA, and relevance to the project	Lorraine, Brown, Monge, and Vallejo were engaged in high-quality work (CAPAS can provide independent references), all of it completed within the expected time frame.
d. Notable performance through exceptional contractor initiative	For #2 and #3 above, CAPAS reached out to key partners for co-support and synergy. Additionally, #1 required a special effort to involve Mexico in coordination with the Central Americans.

Benchmark 1.7 (YR-2). <u>Original</u> : Develop and obtain acceptance of regional plans to increase financial resources for protected areas. <u>Revised</u> : Develop and work towards implementation of plans to increase financial resources at key protected areas in the Central American region.	
<p>Results in YR-2:</p> <ol style="list-style-type: none"> 1. CAPAS developed and tested a manual for long-term financial planning, adapted to the level and quality of information available in Central America. 2. The project engaged in two significant exercises in financial planning: (i) a completed long-term financial plan for El Imposible National Park (El Salvador); and (ii) initial organization and subsequent advances in financial planning for the Río Plátano region (Honduras). 	
a. Percentage of the benchmark reached	99 in July 1998
b. Management and leadership in reaching the benchmark	(i) Especially for Río Plátano, the effort demanded communication and coordination among many partners (COHDEFOR, GTZ, AID/HON, MOPAWI, and others). (ii) In June 1998, CAPAS convened participants from several countries to generate "lessons learned" from the financial manual and the completed plan for El Imposible.
c. Quality and timing of TA, and relevance to the project	Patricia Garffer (TNC staff) provided the assistance for this result. CAPAS feels that she did excellent work.
d. Notable performance through exceptional contractor initiative	Financial planning for protected areas is a neglected topic in Central America. CAPAS started with a manual that was developed elsewhere, but proved impractical to apply (i.e., it was too detailed to be useful). Through considerable modification and testing, P. Garffer adapted the structure, language, and data requirements for the situation of Central America.

Benchmark 1.8 (YR-2). Identify, analyze, and propose solutions for four regionally significant cross-border conflicts in natural resources.

Results in YR-2: CAPAS addressed six cross-border resource issues---two "blue," two "green," and two "white" (no color).

1. *(Blue)* Policy and economics for shared resources in the Gulf of Honduras.-- This refers to conflicts over fishing and other open-access marine resources. CAPAS accomplished three goals: (i) José Antonio Montes prepared an analysis of international laws affecting fish and wildlife in the Gulf, presenting this framework to legal authorities for Mexico, Belize, Guatemala, and Honduras. (ii) A specialist in databases (Daniel Haug) worked with PROARCA/Costas and the Trinational Alliance to survey fishermen in Belize, Guatemala, and Honduras. The survey determined the extent of conflict over fishing areas and fisheries policies, and attempted to learn whether fishermen can recommend helpful solutions in these respects. (iii) In collaboration with PROARCA/Costas, CAPAS recruited a Chilean fisheries economist (Exequiel González) to propose an economic model for Gulf fisheries that will enable decisionmakers to identify "win-win" strategies (e.g., relative to closed seasons, growth of sports fisheries, etc.).
2. *(Blue)* Turtles in Nicaragua, Costa Rica, and Panama.--Marine turtles are open-access creatures whose life histories may span two or more countries. Their protection depends on harmonized actions among the multiple countries sharing the turtles. CAPAS enabled middle-level government decisionmakers from Nicaragua, Costa Rica, and Panama to draft a treaty for the protection of the green turtle in those three countries. Two of the countries, Costa Rica and Panama, signed the agreement at the Presidential level.
3. *(Green)* Belize/Guatemala coordination for El Pilar.--El Pilar is an important example of Guatemala and Belize working together for the protection of a reserve that is important for archaeology as well as for flora and fauna. CAPAS contributed to the consolidation and maturation of El Pilar in two ways: (i) support for boundary demarcation, aerial photography, land-use mapping, and biological inventory of the Guatemalan side of the reserve; and (ii) logistical and financial support for the Second El Pilar Roundtable, which assembled key actors from the two countries to draft a complete management plan for the reserve.

4. *(Green)* Maya Forest (Mexico, Guatemala, Belize).--In coordination with MAB-U.S. and the MacArthur Foundation, CAPAS supported speakers and participants from the three countries to discuss coordinated strategies for policy, research, data collection, etc., relative to the Maya Forest (i.e., significant blocks of forests that roughly constitute a region). As a result, the directors of four protected areas (2 in Mexico and 2 in Guatemala) established an *ad hoc* "Coalition for the Maya Forest" and corresponding action agenda.

5. *(White)* Access to genetic resources in Central America.--CAPAS worked with CCAD's Biodiversity Coordinator (Bruno Busto Brol) and Legislation Coordinator (Marco González) to advance the region's understanding and institutional framework with respect to genetic resources. At the national level, the CONADIBIOS addressed this theme with shared backing by CAPAS and CCAD. At the regional level, a CAPAS consultant (Jorge Cabrera Medaglia) wrote a draft legal framework for protection of Central America's genetic resources. At the international level, CAPAS worked with IUCN/Central America to prepare the Central American countries for the COP-4, Biodiversity Convention (Bratislava).

6. *(White)* Global climate change.--The disagreements among countries about climate change are an important cross-border conflict. Through Jorge Rodriguez, CAPAS played a key role in a Central American conference on international carbon markets (Jan. 1998). Similarly, CAPAS assisted the Central American countries to define a unified position on climate change for a preparatory session (in Bonn) to the COP-4, Climate Change Convention (to be held in Buenos Aires later in 1998).

a. Percentage of the benchmark reached

99 in July 1998

b. Management and leadership in reaching the benchmark

This benchmark demanded coordination with multiple partners, as well as the realization of about a dozen multi-country events. CAPAS had the lead role in #1, #2, and #3; it had a major supporting role in #4, #5 and #6.

c. Quality and timing of TA, and relevance to the project	J.A. Montes (law), D. Haug (database), and E. González (economics) each contributed to #1. T. Ankersen was instrumental in #2, #3, and #4, directing these efforts. J. Cabrera M. is one of the few individuals qualified to draft the legal framework in #5. Finally, J. Rodríguez is an undisputed leader in #6.
d. Notable performance through exceptional contractor initiative	We addressed six issues instead of four.

Benchmark 1.9 (YR-2). Original: Obtain CCAD resolution and regional agreement on a standardized approach to control illegal trafficking in biodiversity. Revised: Propose and work towards a standardized approach to control illegal trafficking in biodiversity in Central America (and submitted to CCAD).

Results in YR-2:

1. CAPAS prepared a diagnostic on the current implementation of CITES in Central America. That analysis identified key obstacles in the control of illegal trafficking of biodiversity, covering the 7 countries.
2. In coordination with CAPAS, CCAD's Secretariat organized and directed two regional meetings of the administrative and scientific authorities for CITES in Central America. These authorities developed a workplan to improve CITES implementation, including a region-wide proposal for training.
3. Fundación Ambio (Costa Rica) used a CAPAS grant to develop and apply training materials for customs officers at Costa Rica's border stations with Panama and Nicaragua. This effort was publicly presented to SINAC officials, university personnel, and others.

a. Percentage of the benchmark reached

99 in July 1998

b. Management and leadership in reaching the benchmark

CAPAS believes that the regional diagnostic and meetings of CAPAS authorities were the first region-wide efforts of this kind to address biodiversity trafficking in Central America.

c. Quality and timing of TA, and relevance to the project

(i) Jorge Cabrera Medaglia provided a complete and excellent diagnostic (#1). (ii) The training manual produced and used by Fundación Ambio is clear, well illustrated, and within the comprehension level of customs officials (#3).

d. Notable performance through exceptional contractor initiative

The CAPAS coordination with CCAD was essential for #1 and especially #2.

Benchmark 2.1 (YR-1). Achieve regional consensus on the criteria for awarding small grants.

Evaluation in July 1997:

"The criteria for awarding small grants were clearly defined on paper, and were clear to USAID. However, IRG/TNC and USAID/G-CAP apparently failed to communicate clearly with CCAD, CONAMA, and CONAP in Guatemala regarding the implications of the criteria and selection procedures for grants to individual organizations in Guatemala. This communications gap will cause some unfortunate delay in implementation of the small grants program."

Advances in YR-2:

1. To fill that communications gap, CAPAS took immediate steps to meet with the Director of CONAMA (and two of his staff members), CCAD's Executive Secretary, and the Director of CONAP (17 July and 28 July, 1997). The first meeting was held at the CCAD, and the second at CONAP. In both sessions, the CAPAS grants program was a special focus.

a. Percentage of the benchmark reached

89.8 in July 1997; 99 in July 1998

b. Management and leadership in reaching the benchmark

In YR-2, CAPAS answered remaining questions about its grants program by phone, email, and fax. Several NGOs contacted CAPAS about grants criteria for Phase II, accepting that CAPAS intends to repeat its emphasis on strong competition and selection of only superior proposals. Thus CAPAS appears to have created the image it wants in terms of demanding high standards.

c. Quality and timing of TA, and relevance to the project

Not Applicable.

d. Notable performance through exceptional contractor initiative	In addition to addressing communications gaps in Guatemala (see #1 above), CAPAS presented its grants program during visits to CCAD's Ministers (and/or representatives) in each of Nicaragua, El Salvador, Panama, and Costa Rica (August 1997).
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Benchmark 2.2 (YR-1). Complete the first round of small grants.	
<p>Evaluation in July 1997:</p> <p>"Progress is very impressive. In particular, design and implementation of the overall grants program by Teresa Robles is very impressive. Final arrangements are yet to be made for several grants, e.g., approvals, funding, etc."</p>	
<p>Advances in YR-2:</p> <p>1. By the end of July 1997, CAPAS had signed 7 grants agreements (with Defensores 1&2, TechnoServe, ANCON, Fundación Ambio, CEDARENA, and MOPAWI). CAPAS signed with FUNDAECO in August, and with IDEADS and Cocibolca in October.</p> <p>2. CAPAS received acceptable completion reports (technical and financial) on all 10 grants before the termination of Phase I (10 July 1998). Of the total amount of funding disbursed in the form of grants, 98.6% of the funds were utilized.</p>	
a. Percentage of the benchmark reached	93.5 in July 1997; 99 in July 1998
b. Management and leadership in reaching the benchmark	In YR-2, CAPAS closely followed the activities of each grantee. CAPAS called together the grantees for one financial management session (Aug 1997), and two technical management sessions (Aug 1997; May 1998). At these meetings, the CAPAS team worked with the grantees to improve the efficiency of their reporting. The individuals who attended stated that these sessions were unique (in the region) and important.
c. Quality and timing of TA, and relevance to the project	Not Applicable.

d. Notable performance through exceptional contractor initiative	Christian Ellwood and Marcela McGowan, of IRG's Home Office, audited all of the grants recipients (Jan 1998). This provided valuable information to CAPAS and GCAP about the administration of the projects, and helped the NGOs to improve their financial reports.
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Benchmark 2.3 (YR-1). <u>Original</u> : Develop (with CCAD and donors) a regional agenda on compatible land-use policies and incentives. <u>Revised</u> : Develop a regional agenda of policies and incentives for land uses that are compatible with biodiversity conservation (and presented to CCAD).	
Evaluation in July 1997: "The regional agenda on compatible land use policies has not been fully developed. The agenda needs to be developed with CCAD, national conservation authorities, and other donors."	
Advances in YR-2: 1. In YR-2, ECO-OK finished its diagnostic.	
a. Percentage of the benchmark reached	83.7 in July 1997; 90 in July 1998
b. Management and leadership in reaching the benchmark	ECO-OK validated its draft agenda by asking for comments from 250 respondents, mainly farmers and other ECO-OK partners.
c. Quality and timing of TA, and relevance to the project	Mainly by C. Roldán and L. Gaitán as internal consultants for ECO-OK.
d. Notable performance through exceptional contractor initiative	ECO-OK asked Carlos Manuel Rodríguez and Jorge Rodríguez to write introductions to the final version of the agenda.

Benchmark 2.4 (YR-2). <u>Original</u> : Demonstrate economic feasibility for three compatible land uses within the biodiversity corridors. <u>Revised</u> : Demonstrate economic feasibility for three land uses that are compatible with biodiversity conservation within the biodiversity corridors.	
Results in YR-2: 1. Through Dr. Octavio Ramírez and Manual Gómez at CATIE, CAPAS produced a thorough review of the regional economics of: (i) ecological coffee, (ii) forest plantations, and (iii) natural forest management.	
a. Percentage of the benchmark reached	99 in July 1998
b. Management and leadership in reaching the benchmark	CAPAS channeled this benchmark through CATIE, where it can have multiplier impacts. Ramírez is among the leading agricultural economists at that institution.
c. Quality and timing of TA, and relevance to the project	The report by Ramírez is comprehensive, balanced, and professional. It combines field visits with library research to form its conclusions.
d. Notable performance through exceptional contractor initiative	O. Ramírez and M. Gómez made 60 informational contacts in travelling to 5 countries and calling individuals in 2 others in their search for "real answers" about economic feasibility.

Benchmark 2.5 (YR-2). Original: Document, disseminate, and have CCAD endorse minimum standards on policy and economic incentives for compatible land uses. Revised: Document and disseminate minimum standards on policy and economic incentives for land uses that are compatible with biodiversity (and submitted to CCAD).

Results in YR-2: This was structured in three parts:

- (i) dissemination of the framework and standards for sustainable agriculture (benchmark 2.3), together with the economic analysis of land uses compatible with biodiversity (benchmark 2.4);
- (ii) dissemination of the "lessons learned" about forest certification (benchmark 2.6A); and
- (iii) analysis of the carbon-fixing potential of the Mesoamerican Biological Corridor as a means to generate financial support for it.

1. The framework and standards for sustainable agriculture were presented by the group ECO-OK to a professional group of 40-60 persons in San José (Costa Rica), July 1998. The economic analysis was presented by Dr. Octavio Ramírez (of CATIE) during the same occasion. CAPAS sent representatives from Guatemala, Nicaragua, and Honduras to participate.

2. The "lessons learned" about forest certification were diffused and debated in three medium/large workshops: Managua, Guatemala, and Tegucigalpa.

3. The analysis of the carbon-sequestering potential of the Biological Corridor was designed to accelerate CAPAS into Phase II. Lenín Corrales (assisted by Pablo Imbach) completed the data analysis and mapping for Costa Rica and Honduras, and made substantial progress for Panama and Guatemala. [The other countries will be addressed in CAPAS II.]

a. Percentage of the benchmark reached

[90 for #1; 99 for #2; 92 for #3]
94 average in July 1998

b. Management and leadership in reaching the benchmark

The Team Leader asked Martin Schwarz and Jorge Rodríguez to complete the supervision of these benchmarks.

c. Quality and timing of TA, and relevance to the project

Not Applicable

<p>d. Notable performance through exceptional contractor initiative</p>	<p>ECO-OK's framework and standards are being published in 500 copies for wide distribution.</p> <p>Jorge Rodríguez presented the CAPAS work on forest certification to the CCAD Ministers (Jan 1998). Additionally, the national workshops in Nicaragua, Guatemala, and Honduras were well attended by private forest-sector industrialists and consultants of each country, a notable accomplishment for AID-funded projects.</p> <p>The CAPAS initiative on carbon fixation as an economic incentive for the Biological Corridor is the first treatment of this topic using Central American expertise and systematic data.</p>
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<p>Benchmark 2.6 (YR-2). <u>Original</u>: Have CCAD endorse best management practices and certification systems for forest products and ecotourism.</p> <p><u>Revised</u>: Propose and disseminate best management practices and certification systems for forest products and ecotourism (and submitted to CCAD).</p>	
<p>Results in YR-2:</p> <p>1. Regarding forest certification, CAPAS completed its "lessons learned" in YR-1. In YR-2, we focused entirely on dissemination (see benchmark 2.5).</p> <p>2. Regarding ecotourism, CAPAS produced a complete manual on ecotourism guidelines for managers of protected areas.</p>	
a. Percentage of the benchmark reached	99 in July 1998
b. Management and leadership in reaching the benchmark	CAPAS divided the coordination between Laarman/Rodríguez (forestry) and Courrau (ecotourism). CAPAS engaged in frequent and detailed discussions with the consultants (see below).
c. Quality and timing of TA, and relevance to the project	The principal consultants were Ronnie de Camino and Marielos Alfaro (forestry), and Ana Baez (ecotourism). CAPAS considers each of them to have done <u>excellent</u> work.
d. Notable performance through exceptional contractor initiative	For both forestry and ecotourism, CAPAS encouraged the consultants to interview many actors in the region in order to create wide "ownership." In this way, CAPAS generated substantial demand for these products (e.g., recent official requests from CONAP and MARENA for training and application of the CAPAS ecotourism guidelines; and 15-20 special requests for the "lessons learned" in forest certification).

<p>Benchmark 3.1 (YR-1). <u>Original</u>: Complete first round of small grants that demonstrate regional, national, and local approaches for promoting environmental awareness (after obtaining regional consensus on grant criteria and program focus. <u>Revised</u>: Complete first round of small grants that demonstrate national and local approaches for promoting environmental awareness (after obtaining regional consensus on grant criteria and program focus.</p>	
<p>Evaluation in July 1997:</p> <p>"Apparently no grants will be awarded that demonstrate regional and national approaches for environmental awareness."</p>	
<p>Advances in YR-2:</p> <p>1. CAPAS made an adjustment in its grants portfolio to include one <u>national</u> approach through Cocibolca (in Managua), a project which brings together journalists and decisionmakers at the national level to discuss and debate Nicaragua's conservation issues.</p> <p>2. In total, CAPAS awarded 4 grants to support this benchmark: (i) Defensores de la Naturaleza for work with local populations in the corridor between Sierra de las Minas and Biotopo del Quetzal; (ii) ANCON for mapping and environmental awareness (in partnership with INRENARE) in communities that are part of the elevational transect in Altos de Gualaca, Panama; (iii) Cocibolca for training Nicaraguan journalists in environmental messages; and (iv) MOPAWI for a radio program and other extension efforts for rural populations in eastern Honduras.</p>	
a. Percentage of the benchmark reached	89.4 in July 1997; 99 in July 1998
b. Management and leadership in reaching the benchmark	CAPAS monitored the projects via office visits to Defensores and ANCON; participation in one Cocibolca event; and receipt of MOPAWI's radio programs on tapes.
c. Quality and timing of TA, and relevance to the project	Not Applicable.

d. Notable performance through exceptional contractor initiative	See Benchmark 2.2 (relative to management, leadership, and performance in the CAPAS grants program).
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Benchmark 3.2 (YR-1). Furnish baseline data to support G-CAP's Customer Service Plan.

Evaluation in July 1997:

ACAPAS/IRG has been very proactive. The survey conducted by IRG provides useful baseline data for PROARCA regarding the relative importance of key issues. However, the issue of "liaison" and communication with CCAD officials will require additional attention."

Advances in YR-2:

1. The role of Jorge Rodriguez with CAPAS (since Jan 1998) has strengthened the project's liaisons with CCAD, the CCAB-AP, IUCN, the JI Offices, and other regional entities. Thus CAPAS directly or indirectly contributed to strategic planning in the CCAB-AP, a high-level regional meeting on forest fires, the final stages of Central America's "State of the Environment" report, and several regional and international meetings on carbon sequestration.

2. CAPAS worked closely with CCAD's Executive Secretariat in the following areas of shared interest: identification of national biodiversity information centers (benchmark 1.3); legal analyses related to the Mesoamerican Reef (benchmark 1.6); national discussions on access to genetic resources (benchmark 1.8); strengthening the legal framework for CITES (benchmark 1.9); and meetings and data bases for Joint Implementation (benchmark 2.5). Each of these initiatives was coordinated by CCAD's Secretariat through and/or with CAPAS.

a. Percentage of the benchmark reached

89.6 in July 1997; 99 in July 1998

b. Management and leadership in reaching the benchmark

Jorge Rodriguez was a lead actor in each of the following: CCAB-AP strategy document, high-level meetings on forest fires in the region, completing the "State of the Environment" report, and discussions on carbon sequestration.

c. Quality and timing of TA, and relevance to the project

[This aspect is covered in benchmarks 1.3, 1.6, 1.8, 1.9, and 2.5.]

d. Notable performance through exceptional contractor initiative	CAPAS did not wait for Phase II to begin, but rather acted promptly to acquire the half-time services of Jorge Rodriguez at the "right moment."
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Benchmark 3.3 (YR-2). Original: Adopt methods in ten geographical areas for achieving public participation and access to decisionmaking (i.e., in relation to EIA and environmental mediation) that affects the regional system of parks and other protected areas. Revised: Adopt methods in ten field sites for achieving public participation and access to decisionmaking (e.g., in relation to EIA and environmental mediation) that affects the regional system of parks and other protected areas."

Results in YR-2: This result was achieved through 3 grants, as follows:

1. Sierra de las Minas (4 watersheds).--Defensores developed community profiles in three watersheds--and efforts to resolve land tenure in the fourth one--by means of "alcaldes auxiliares," local schools, protection committees, and Army volunteers.
2. Cerro San Gil (3 municipalities).--FUNDAECO helped three populations to create "Dialogue Commissions" relative to conserving Cerro San Gil. FUNDAECO communicated its messages through local radio broadcasts and information pamphlets.
3. Panama Canal Zone (8 communities).--TechnoServe coordinated sessions in which community members met government representatives to discuss strategies for conservation within the Panama Canal Zone.

a. Percentage of the benchmark reached	99 in July 1998
b. Management and leadership in reaching the benchmark	CAPAS engaged in frequent management discussions with the 3 grants recipients, especially because these NGOs faced dynamic circumstances in the communities as their work advanced.
c. Quality and timing of TA, and relevance to the project	Christine Pendzich, expert in conflict management, trained staffs and committees of the NGOs in methods of conflict analysis and resolution. Her work was well received (CAPAS has the evaluations).

d. Notable performance through exceptional contractor initiative	CAPAS selected its grants recipients well, as judged by collateral results. For example: (i) the groups organized by Defensores helped it fight fires during the recent crisis; and (ii) one community reached by TechnoServe was motivated to search for legal advice on land tenure and protected areas.
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Benchmark 3.4 (YR-2). Conduct the Customer Survey and analyze its results.

Results in YR-2:

1. CAPAS designed and validated its survey questions in December 1997. The survey was sent to key partners and "clients" the following month. In March 1998, CAPAS summarized and interpreted the 23 responses that had been received.

a. Percentage of the benchmark reached

99 in July 1998

b. Management and leadership in reaching the benchmark

CAPAS made an effort to include respondents across the range of benchmarks in its workplan. Also, CAPAS accepted the risk of anonymous responses and the inclusion of questions that asked about the project's weaknesses.

c. Quality and timing of TA, and relevance to the project

Not Applicable.

d. Notable performance through exceptional contractor initiative

Due to careful survey design and implementation, the results clearly identified strong and weak points in CAPAS.

Benchmark 4.1 (YR-1). Document baseline skills of key counterpart institutions.	
Evaluation in July 1997:	
"Baseline skills have been documented. Elsa Chang and Juan Sève's survey was well done, very comprehensive. However, some members of the panel felt that the product would have been improved by having a broader base of Central Americans directly involved in directing the consultancy/survey."	
Advances in YR-2:	
1. In YR-2, CAPAS distributed the Chang/Sève baseline to directors of protected areas, NGOs, and trainers hired by CAPAS. This provided relevant "quasi-participation," since CAPAS asked these individuals for comments about the baseline and its conclusions.	
a. Percentage of the benchmark reached	93.7 in July 1997; 97 in July 1998
b. Management and leadership in reaching the benchmark	CAPAS took copies of the baseline to Guatemala (CONAP), Belize (Forestry Dept.), El Salvador (PANAVIS), Honduras (COHDEFOR), Panama (INRENARE), and Nicaragua (MARENA) when T. Robles presented the CAPAS training strategy to executives of these agencies (Nov 1997).
c. Quality and timing of TA, and relevance to the project	Not Applicable.
d. Notable performance through exceptional contractor initiative	As reflected in benchmarks 4.2 and 4.4, CAPAS used the baseline as a tool to generate discussions in several countries about the skills needed by managers of protected areas.

Benchmark 4.2 (YR-1). Develop (and have CCAD endorse) a strategy for skills transfer that can be incorporated into ongoing activities.

Evaluation in July 1997:

"The strategy has not been disseminated. More emphasis is needed on clarification of what is proposed."

Advances in YR-2:

1. In Nov. 1997, CAPAS consulted with the 7 governments about its training component (see benchmark 4.1), after first obtaining approvals by Secretariats of the CCAD and CCAB-AP. CAPAS asked each government agency to identify its training priorities from among the six themes in the Chang/Sève baseline.

2. In relation to these priorities, CAPAS contacted potential trainers (individuals and/or institutions) to work with each government agency. The final choices of trainers depended on counterpart contributions, estimated costs, trainers' availabilities, agency calendars, etc.

a. Percentage of the benchmark reached

87.5 in July 1997; 97 in July 1998

b. Management and leadership in reaching the benchmark

(i) CAPAS met the first and/or second training priorities in each of the 7 countries. (ii) The project was careful to select only highly-recommended trainers (we checked many references in every case).

c. Quality and timing of TA, and relevance to the project

Not Applicable.

d. Notable performance through exceptional contractor initiative

The decision by CAPAS to focus on managerial skills (conflict management, public participation, strategic planning) proved to be a good choice that was validated by the participants (see benchmark 4.4).

Benchmark 4.3 (YR-2). Provide TA, short courses, and/or other interventions to improve the effectiveness of the institutions identified in 4.1 and 4.2

Results in YR-2: These interventions were divided into five groups:

1. Managerial skills, INCAE/Managua.--CAPAS sent 50 participants from 5 countries (Guatemala, Honduras, Panama, El Salvador, and Nicaragua) to INCAE's Nicaragua campus for a 2-week intensive course in "management basics." Most participants were biologists, agronomists, foresters, etc. For many, the course was their first exposure to basic finance, management control, organizational change, information systems, and production systems. INCAE tailored the course to utilize case studies related to natural resources and environment in Central America.
2. Strategic planning for protected areas, El Salvador.--CAPAS contracted Roger Morales for a 6-day intensive session with 19 participants at a site in Montecristo. The participants represented PANAIS and associated projects and NGOs. Morales engaged in extensive preparation, and was able to get the participants to specify many of the topics and issues that were subsequently addressed by the training. In this activity, CAPAS responded to Miguel Araujo, Minister of Environment, who in 1997 asked CAPAS for this assistance.
3. Strategic planning for protected areas, Costa Rica.--Dr. James Griffith presented a 5-day intensive course for 19 participants from SINAC's field offices in "the learning organization." With many years of teaching and training in this theme in Brazil, Dr. Griffith adapted his materials to address protected areas in Central America. His training emphasized group analysis and competitive "thinking teams."
4. Public participation in government agencies, Costa Rica and Nicaragua.--Dr. William McLaughlin led this training, accompanied by assistants Claudia Charpentier (in Costa Rica) and Bayardo Quintero (in Nicaragua). The course in Costa Rica was attended by 15 members of SINAC who work in close contact with populations in and near protected areas. The course in Nicaragua was attended by managers of protected areas, and by delegates from several municipalities. McLaughlin aimed to prepare these participants in strategies for co-management of protected areas, and provided training in over a dozen examples of practical methods to obtain and use public opinion in co-management.

<p>5. Conflict management and public participation in government agencies, Belize.--The training was arranged by and for the Belize Forestry Department, and was presented by two senior trainers from CDR (Consultative Decisions Resources). The training focused on issues of critical interest to the participants (e.g., illegal logging and land invasions).</p>	
a. Percentage of the benchmark reached	97 in July 1998
b. Management and leadership in reaching the benchmark	CAPAS had to work diligently--and under considerable stress--to coordinate schedules, logistics, and payments for the training events.
c. Quality and timing of TA, and relevance to the project	The participants' evaluations reflect very favorably on INCAE, Morales, Griffith, McLaughlin (and assistants), and CDR (see benchmark 4.4 and its supporting report).
d. Notable performance through exceptional contractor initiative	(i) In view of its considerable cost (about 3% of the CAPAS budget), the INCAE course was a risk, but one that proved justified by the uniformly positive feedback. (ii) Through careful planning and organization, CAPAS was able to provide opportunities for skills development to about 140 individuals, mainly government personnel responsible for protected areas (in the 7 countries).

Benchmark 4.4 (YR-2). Document improvements in relation to the baseline.

Results in YR-2:

1. CAPAS employed 2-way and 3-way "triangulation" to evaluate the training. This consisted in systematically asking the participants, their supervisors, and the trainers to specify successes and failures in the training. These results are summarized in a CAPAS evaluation report (by Alejandra Colom).
2. Examples of improvements that are documented in the evaluation report:
 - the INCAE course made its participants alert to management issues that they had not considered before, such as the basics of financial flows for protected areas;
 - McLaughlin was able to break the very big topic of public participation into small and manageable steps, winning the confidence of the participants that they 'can do' this;
 - Girth's "learning organization" was a new concept for the SINAC participants, who had opportunities to practice with Costa Rican examples that were real to them;
 - Morales stimulated the participants to define and search for the facts and figures to implement operational plans, and stimulated PANAIS to work with NGOs in management plans for several national parks;
 - the training team from CDR was able to impart fundamental methods of how to obtain and use information from indigenous and peasant families in public decisionmaking for the situation of Belize.

a. Percentage of the benchmark reached

99 in July 1998

b. Management and leadership in reaching the benchmark

A. Colom accepted large responsibilities, and very quickly, in her efforts to assess the CAPAS training activities. She could not have done this without the groundwork laid by T. Robles, and without the assistance of the CAPAS administrative staff (for logistics and payments).

c. Quality and timing of TA, and relevance to the project	Not Applicable.
d. Notable performance through exceptional contractor initiative	CAPAS had to be systematic and persistent to obtain the evaluations. We used telephone, e-mail, fax, and personal visitation in order to reach the targeted individuals.